

# Competition of innovation

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## realization by „Consistent R&D“

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### ABSTRACT

This article presents a new approach with much more influence on the requirements of product development. This is called „Consistent R&D“ (consistent research & development).

### 1. INTRODUCTION

We live in a global market with globally acting competitors and global cost structures. Therefore, the creation of innovative products is and will be more and more the most important task for companies.

This innovative process must cover the whole chain – from the first idea to the competitive product.



Picture 1: Coffee



Picture 2: Snowboarder

### 2. KNOWN METHODS OF IMPLEMENTING ESSENTIAL BUSINESS OBJECTIVES

There are many known methods for the optimization of product design and the design process itself, e.g. market research, QFD analysis, lean development or target costing and value analysis.

All these methods are only sufficient for single aspects. So, target costing is focussed to create an optimal cost structure of the new product. Lean development uses the algorithms of lean processes in the field of production to create an optimal design process.

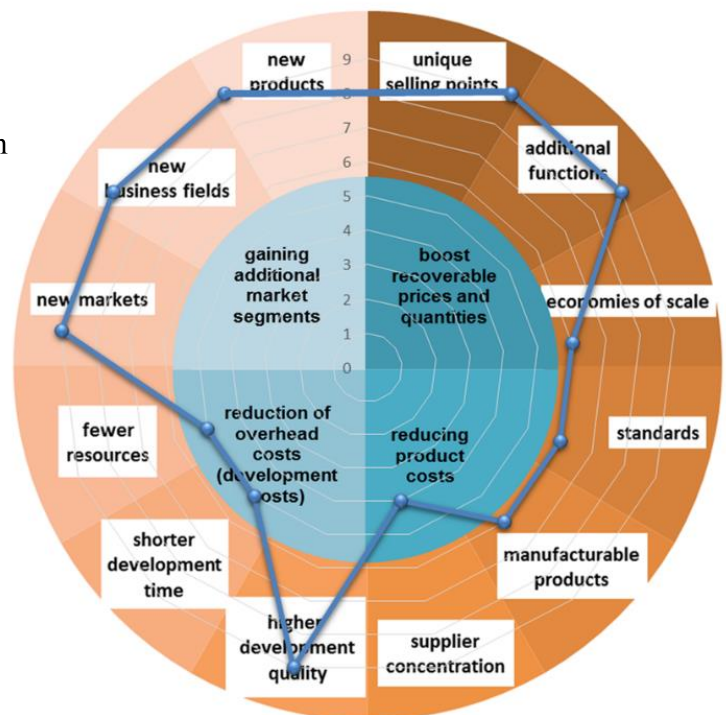
objectives	methods
gaining additional market segments	strategic monitoring of the market analysis of the market of customers
boost recoverable prices and quantities	parametric analysis of market QFD analysis total benefit of function
reducing product costs	target costing complexity management shop floor management supply chain management
reduction of overhead costs (development costs)	PEP simultaneous engineering control (pulsing) risk minimization

### 3. HOLISTIC EXAMINATION

A sustainable focus on innovation is possible only on holistic examination.

Strategic business  
objective to maximize the objective of return  
and sub-goals.

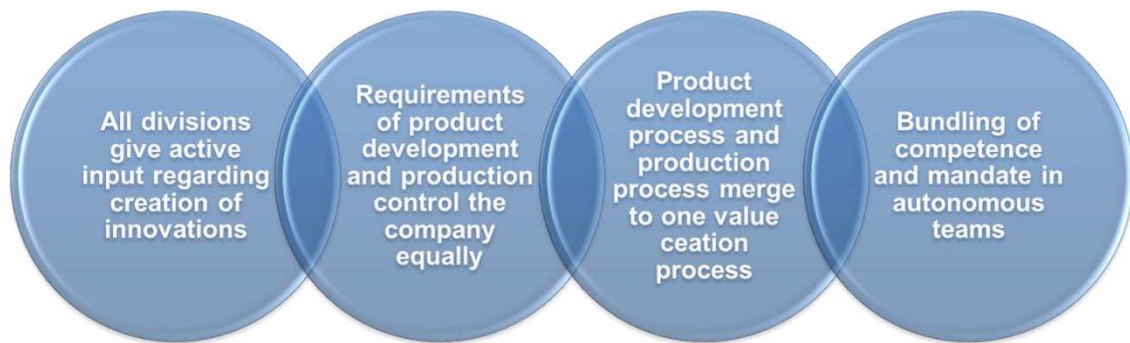
Through innovations  
most achievable results  
are positively influenced.



#### 4. HOLSTIC APPROACH – CONSISTENT R&D

Using the experience of many design projects it is proposed a new integrating procedure with much more influence on the requirements of product development. This is called „Consistent R&D“ (consistent research & development)

##### Key approach of Consistent R&D



The task of finding and implementing innovations is anchored consistent in all departments.



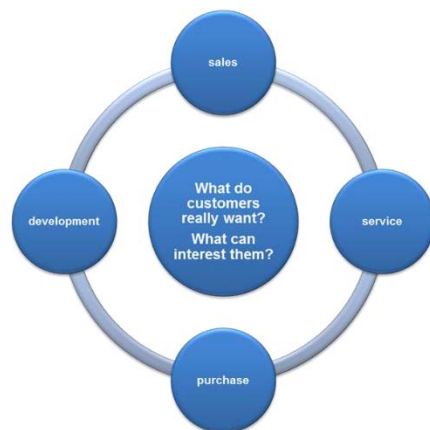
##### 4.1 approach 1: All divisions give active input regarding creation of innovations

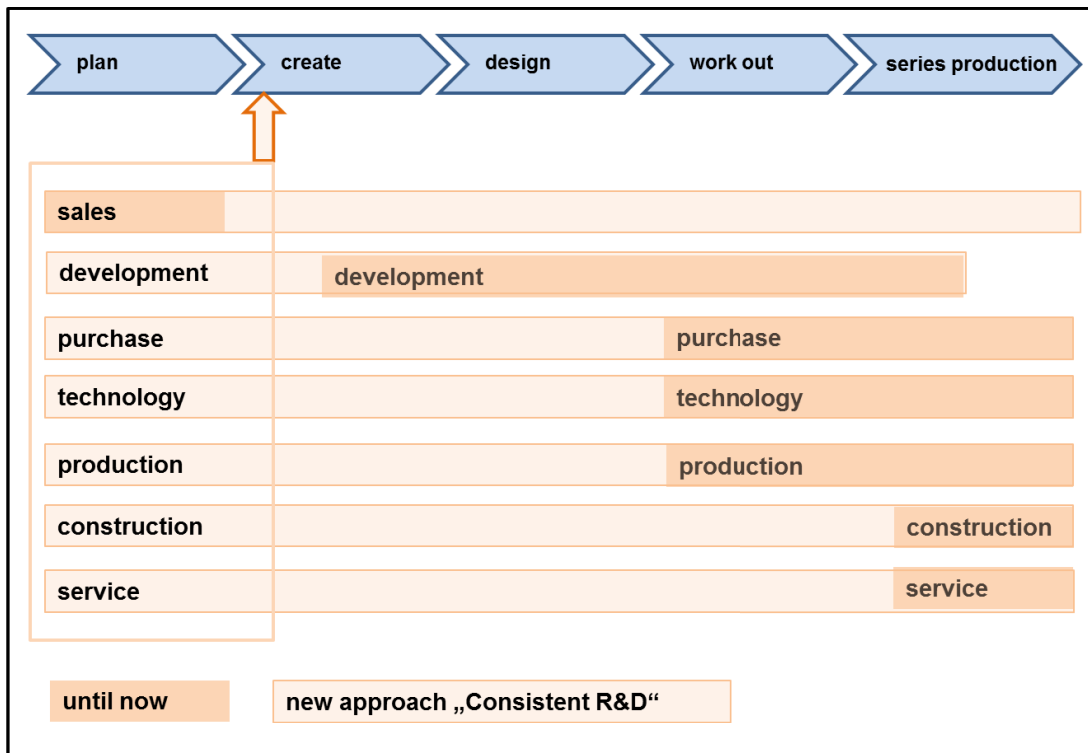
All departments have to be involved in the screening of possibilities for innovations.

E.g. the purchasing department is able to search for technologies to be combined in a new product; or to give ideas for new procedures.

Or consider the service people: they often visit the customer and experience how customers sometimes modify a product to make it better.

And so on...





role of the divisions

#### 4.2 approach 2: Requirements of product development and production control the company equally

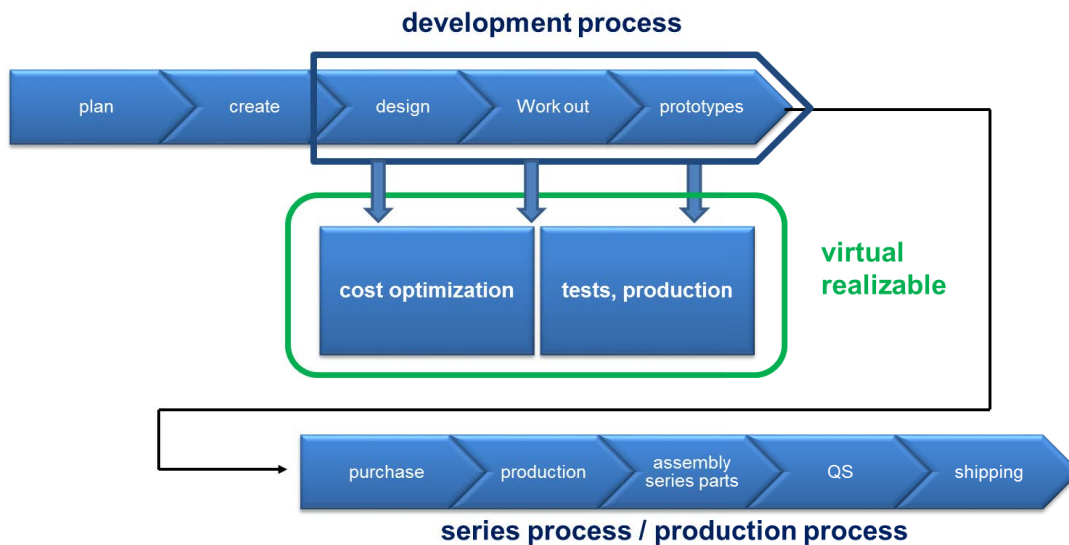
If the quantity of new products have to be increased, than they should be considered as really existing products in the planning.

Consequently, the resources for future products must have the same weight regarding decisions.

To achieve this, some procedures must be modified.

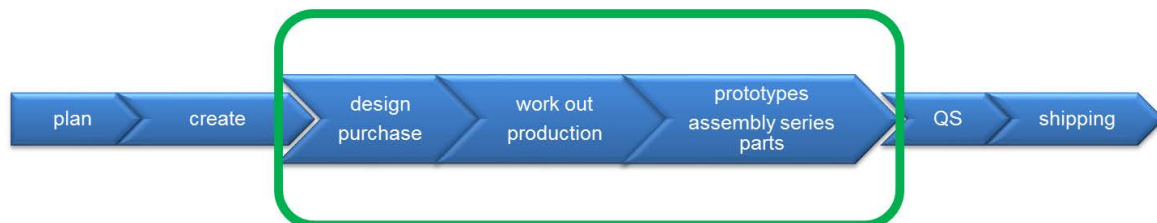


### 4.3 approach 3: Product development process and production process merge to one value creation process



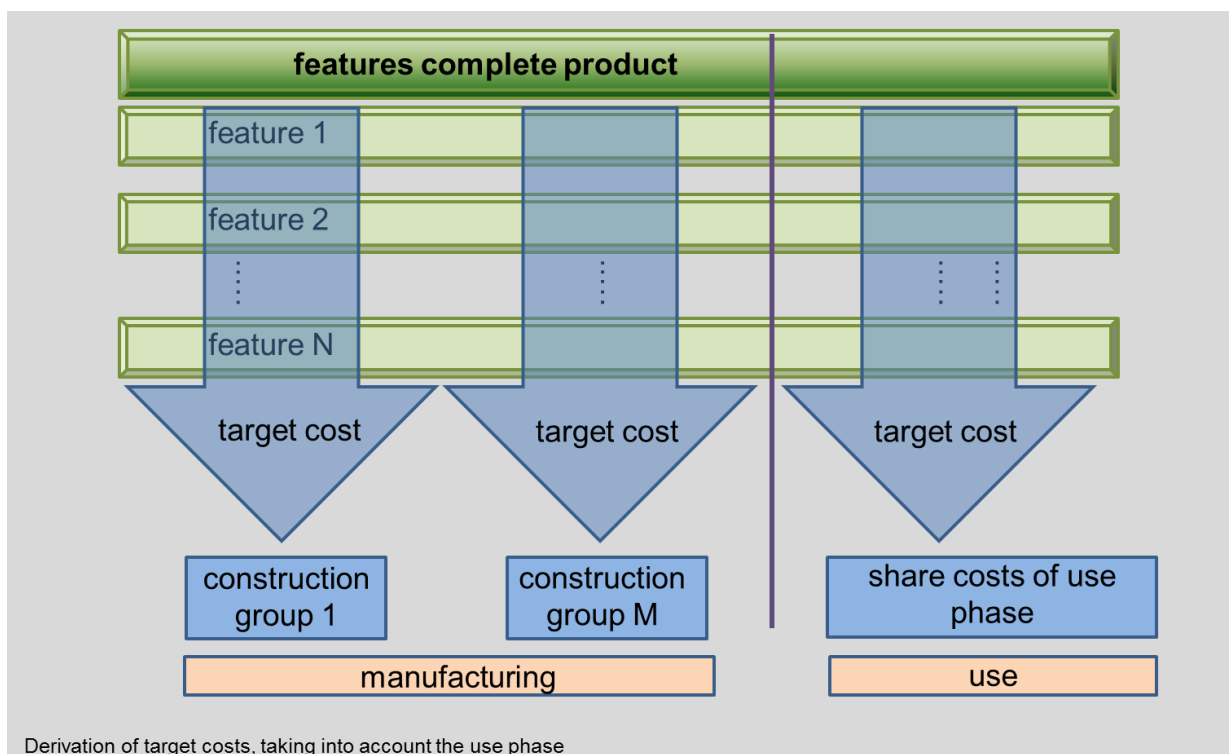
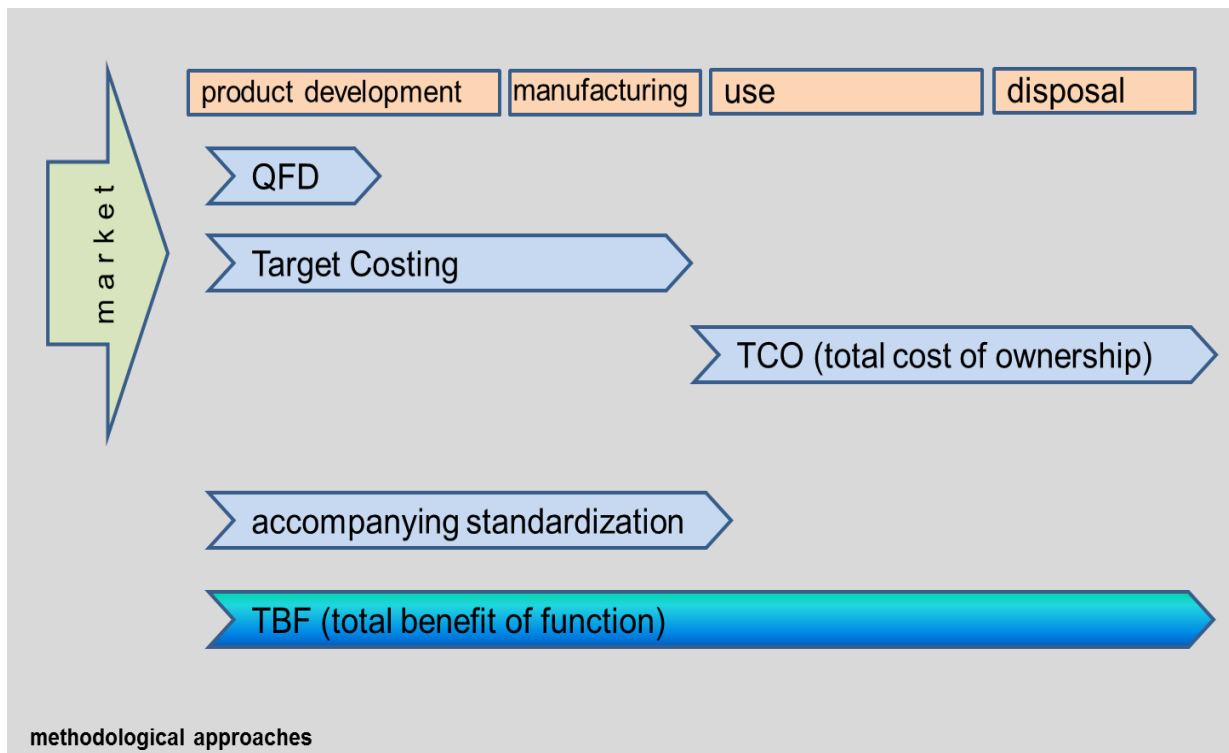
We have a strong trend to more individualized products. So the task for the future is to develop „ready“ products without prototyping but at the cost of mass products.

integrated development and production process



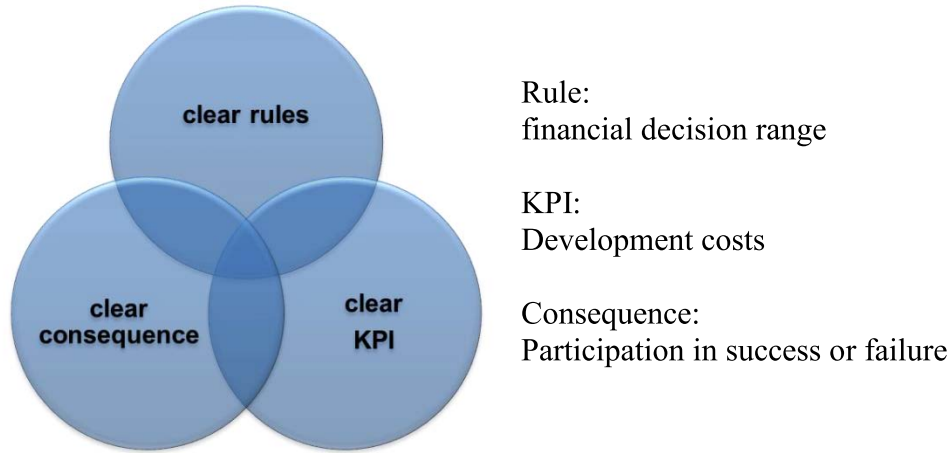
All possibilities used consequently, we can do this in the future. Therefore, new key figures and methods have to be added. We need simulation of purchasing procedure, virtual assembly, service and test procedures etc.

#### 4.3.1 Explanation of the approach 3: Sample optimization by TBF (total benefit of function)

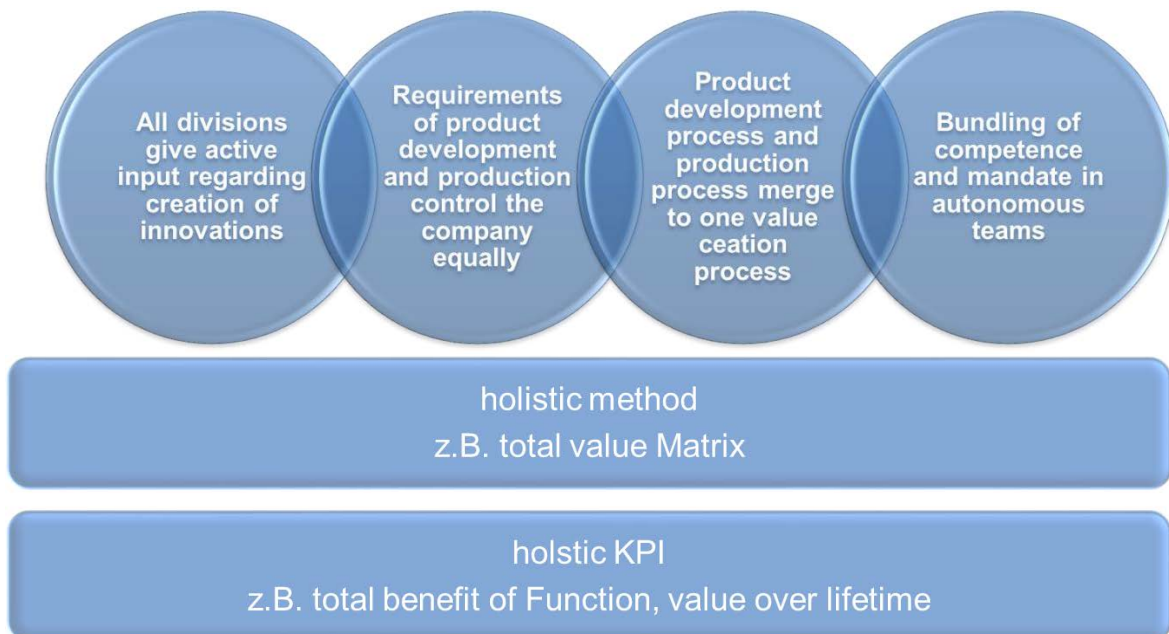


#### 4.4 approach 4: Bundling of competence and mandate in autonomous teams

Small competent units can handle the increasing amount of tasks much better than a centrally controlled company. However, they need clear rules and figures given by the management. Than the project leader will be an entrepreneur.



#### 5. CONCLUSION



## **6. References**

Picture 1: Shutterstock, "Coffee" word written by coffee beans and capsules isolated on white background, Photographer: Yuriy Chertok

Picture 2: Shutterstock, "Snowboarder jumping through air with deep blue sky in background" Photographer: Ipatov

## **CONTACTS**

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